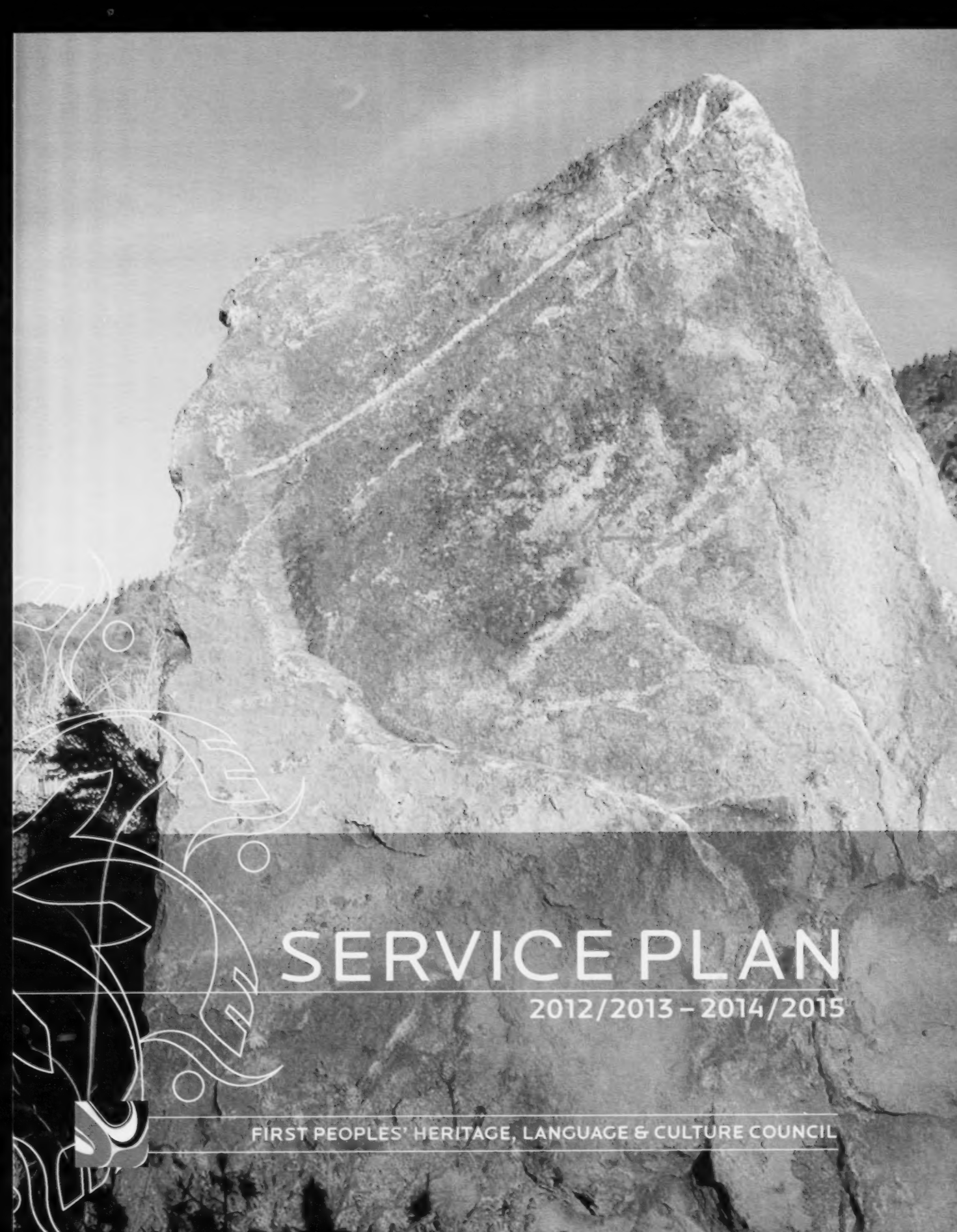

SERVICE PLAN

2012/2013 – 2014/2015

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

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NOTE ABOUT LANGUAGE USAGE IN THIS DOCUMENT

For the purposes of this document, *First Nations* is used in reference to registered on- and off-reserve and non-status individuals and organizations original to British Columbia, while *Aboriginal* is used in reference to all Indigenous peoples in Canada, including First Nations, Inuit and Métis. First Peoples' Heritage, Language and Culture Council programs, with the exception of the arts program, are developed specifically to support B.C. First Nations communities.

BRITISH COLUMBIA

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MESSAGE FROM THE BOARD CHAIR

To the Honourable Mary Polak, Minister of Aboriginal Relations and Reconciliation

On behalf of the Board of Directors of the First Peoples' Heritage, Language and Culture Council (the First Peoples' Council), I am pleased to submit our *2012/13–2014/15 Service Plan*.

The First Peoples' Council was established in 1990 through the *First Peoples' Heritage, Language and Culture Act*, which was designed to prevent the loss of the unique Indigenous languages, arts and cultures in British Columbia. The First Peoples' Council administers funds to support the First Nations people of B.C. to preserve their linguistic and cultural heritage for future generations.

This service plan is based on current budget assumptions, which allow the First Peoples' Council to work on some of the most urgent aspects of its mandate to revitalize B.C.'s First Nations languages, arts and culture.

Over the next three years, we anticipate maintaining our current focus and continuing to implement our key strategies. These include:

- Raising the profile of First Nations language loss by continuing to create reports and policy recommendations for government, communities and other stakeholders
- Working with B.C. communities and language champions to develop language archives on FirstVoices.com while there are still fluent speakers who can be recorded
- Creating opportunities for community-based language learning through the Master-Apprentice, Language Nest, and Language and Culture Camp programs
- Assisting with community development by distributing best practice resources for Indigenous language revitalization, and supporting and developing language plans and language authorities
- Supporting emerging First Nations artists and arts organizations through the Aboriginal Arts Development Awards program

Since our last service plan, we have made a number of strides towards realizing our goals. We continue to develop community resources and training for key programs such as master-apprentice, language nests, language and culture camps and FirstVoices. In addition, we continued to build relationships and enhance the reputation of the First Peoples' Council both locally and around the globe.

In April 2011, our new governing legislation took effect, and the amendments therein will impact the way the First Peoples' Council operates and is governed over the next three years and beyond. Specifically, our new legislation allows for Board and Advisory Committee members to be selected through an open call application process (as compared to our previous process of nomination by Tribal Councils). This new process is a significant step forward for us as it allows for representation on our Advisory Committee by all 34 B.C. language groups.

Over the next three years, our main planning focus will be to optimize resources through increased efficiencies and collaboration—both internally and externally. By breaking down silos within the organization, training staff to speak knowledgeably about all First Peoples' Council programs, and sharing skill sets, we expect to achieve a more efficient use of our human resource capital. Staff will be able to act as ambassadors for our programs, particularly outside the office, and we will become more flexible and responsive to the needs of our stakeholders.

We will also be asking First Nations communities and organizations to follow our collaborative model so our resources can go farther. This approach is particularly relevant for First Nations communities within similar language groups who, for example,

could collaborate on FirstVoices and other language training programs.

In terms of our strategic planning, we will be conducting program reviews and making improvements where possible, again with an eye to improving efficiency. For example, we are currently looking at streamlining our application and reporting processes to make it easier for stakeholders to access our programs. We are also developing a comprehensive data management program for reporting and information sharing. These changes will support our organizational values of accountability and transparency.

Our collaborative focus will extend to national and international relationship-building. We have been approached by groups in the Northwest Territories, New Brunswick, Washington State, China and the Six Nations in Ontario. Working with these groups presents an opportunity for a two-way learning exchange. Further outreach will continue to enhance the reputation of the First Peoples' Council as a leader in the arena of language and cultural revival and provide an opportunity to discover new partnerships and possible revenue sources.

As in previous years, our greatest challenges are having adequate time and resources to address our mandate. The loss of language speakers continues to be a major threat. Based on our language report, we now have only three years before many of the First Nations languages in B.C. will be lost. Working with a limited budget, we must focus our efforts on key programs such as immersion and archiving—once languages are gone, the cost to get them back would far exceed that of working to save them.

On a more hopeful note, we are bolstered by a number of opportunities that help balance out the risks. The First Peoples' Council has an excellent reputation, and as a result we have the support of First Nations leadership and communities in B.C., as well as a high degree of interest in our programs and activities from around the world. Advances in technology also work in our favour, making the task of documenting languages easier than ever before. By working collaboratively with all stakeholders, and by making use of tools and practices that enhance efficiency, we hope to make strides forward in the critical years ahead.

Sincerely,

Dr. Lorna Williams

CHAIR, THE FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

ACCOUNTABILITY STATEMENT

The 2012/13–2014/15 First Peoples' Heritage, Language and Culture Council Service Plan was prepared by staff at the First Peoples' Council under the Board's direction in accordance with the *Budget Transparency and Accountability Act and B.C. Reporting Principles*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of December 2011 have been considered in preparing the plan. The performance measures presented are consistent with the First Peoples' Heritage, Language and Culture Council's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the First Peoples' Council's operating environment, forecast conditions, risk assessment and past performance.

ORGANIZATIONAL OVERVIEW

THE FIRST PEOPLES' COUNCIL HAS BEEN OFFERING SERVICES AND PROGRAMS TO SUPPORT FIRST NATIONS LANGUAGE, ARTS AND CULTURE REVITALIZATION IN BRITISH COLUMBIA SINCE 1990. OUR ROLE IS TO MONITOR THE STATUS OF FIRST NATIONS LANGUAGES, CULTURES AND ARTS, AND TO DEVELOP STRATEGIES THAT ASSIST COMMUNITIES TO RECOVER AND SUSTAIN THEIR HERITAGE.

WE SERVE 203 B.C. FIRST NATIONS, 34 LANGUAGES, 61 LANGUAGE DIALECTS AND A NUMBER OF FIRST NATIONS ARTS, CULTURE AND EDUCATIONAL ORGANIZATIONS. A COMPLETE LIST OF LANGUAGES IS PROVIDED ON PAGE 28.

VISION AND MISSION

OUR VISION is one where "B.C. First Nations languages, cultures and arts are thriving, accessible and available to the First Nations of British Columbia, and the cultural knowledge expressed through First Nations languages, cultures and arts is recognized, valued and embraced by all citizens in B.C."

OUR MISSION is to provide leadership in British Columbia for the revitalization of First Nations heritage, languages, culture and arts.

OUR VALUES

Accountability – The Executive Director, Board and staff are directly accountable to the organization's stakeholders and to First Nations in B.C.

Transparency – Program procedures and decisions will be open and transparent.

Results-based – Program delivery will be efficient and outcome-based.

Collaboration – Programs will be coordinated with other service providers and language groups to maximize benefits.

Integrity – All work will be done with an overriding focus on cultural integrity and honesty.

LEGISLATION AND MANDATE

The First Peoples' Council was created by the provincial government in 1990 to administer the First Peoples' Heritage, Language and Culture program. The enabling legislation is the *First Peoples' Heritage, Language and Culture Act (FPHLCC Act)*. See: www.fphlcc.ca/downloads/fphlcc-act.pdf.

According to the *FPHLCC Act*, our legislated mandate is to:

- Protect, revitalize and enhance First Nations' heritage, language, culture and arts
- Increase understanding and sharing of knowledge, within both the First Nations and non-First Nations communities
- Heighten appreciation and acceptance of the wealth of cultural diversity among all British Columbians

The *FPHLCC Act* was amended in 2011 to allow representation from all B.C. First Nation language groups on our Advisory Committee and to meet modern best practices for Crown corporations. For details on amendments to our legislation, please see the Governance section on page 8.

The First Peoples' Council operates according to an annual Government's Letter of Expectations (GLE) that outlines government's direction. Please see page 26 for information on the *2012/13 Government's Letter of Expectations* and our planned actions to address it.

OUR STAKEHOLDERS

B.C. First Nations communities
B.C. First Nations artists
B.C. First Nations arts and culture organizations
B.C. First Nations language champions
B.C. First Nations language learners
B.C. First Nations schools
B.C. First Nations Elders

OUR KEY PARTNERS

Ministry of Aboriginal Relations and Reconciliation (MARR)
New Relationship Trust (NRT)
Department of Canadian Heritage (DCH)
BC Arts Council
First Peoples' Cultural Foundation
First Nations Education Steering Committee (FNESC)
First Nations Technology Council (FNTC)
Government of British Columbia
2010 Legacies Now Society
Canada Council for the Arts
B.C. Caucus of Cultural Centres
Network BC
Chief Atahm School

WHAT WE DO

- Facilitate opportunities for First Nations communities in B.C. to receive funding for language and arts projects
- Advise government on programs and issues related to First Nations languages, arts and culture
- Develop programs and community development resources to encourage the revitalization of First Nations languages, arts and culture
- Facilitate relationship-building opportunities between government and non-governmental entities and First Nations experts
- Offer a network of information and opportunities to First Nations artists and language champions
- Offer advice and assistance to First Nations funding applicants
- Educate and share information with people in B.C. about First Nations languages, arts and culture
- Advocate for B.C. First Nations languages, arts and culture
- Provide training in language revitalization, archiving and immersion programs
- Work in partnership with First Nations communities to revitalize and archive First Nations cultures and languages and restore literacy and fluency in First Nations languages

The B.C. Language Initiative (BCLI)
Supports projects to revitalize B.C. First Nations languages through documentation, immersion programs, and material and curriculum development. First Nations communities and organizations are eligible to submit proposals. Note: the First Citizens' Fund (through the Ministry of Aboriginal Relations and Reconciliation) provides a key source of operating/administrative dollars for the First Peoples' Council.

Aboriginal Languages Initiative (ALI)
Funds support community and regional projects that maintain, revitalize and promote Aboriginal languages (funded by the Department of Canadian Heritage).

Language Immersion Programs
In 2007, the New Relationship Trust (NRT) and the Ministry of Aboriginal Relations and Reconciliation (MARR) committed to providing three years of annual funding for the development of four pilot language programs to meet priorities identified by First Nations language stakeholders. The First Peoples' Council committed to funding the immersion projects in a second three-year cycle beginning in 2010/11 in order to build capacity and provide support in a graduated process that has been proven to create fluent speakers. NRT and MARR have funded the projects for 2010/11 and 2011/12. The programs are:

- First Nations Language Authorities – Communities that speak the same language or dialects of the same language come together to create long-term language revitalization plans, share resources and serve as the decision-making bodies for their language and dialects.
- Pre-School Language Nests – Language nests are childcare environments where the children, caretakers and volunteer Elders communicate only in their ancestral language to foster a new generation of fluent speakers. Parents are encouraged to participate and use the language in their homes.
- Language and Culture Camps – First Nations community members from different generations are given funding to host cultural activities on the land in their languages in order to foster both language and culture and to reinforce the fact that the two are inseparable.
- The Master-Apprentice Program – A three-year program cycle that unites committed language learners (apprentices) with fluent speakers (the masters) for 300 hours a year of complete language immersion.

Note: All language immersion program participants are selected through a juried peer review committee of language experts.

The Aboriginal Arts Development Awards (AADA)
Aboriginal Arts Development Awards are distributed to projects in four categories:

- Individual – supports the creative or professional development of emerging Aboriginal artists working in any artistic discipline
- Organization – supports either the capacity development of an arts organization, a specific project that the organization would not be able to undertake otherwise or a combination of both options
- Sharing Traditional Arts Across Generations – supports the transmission of traditional artistic practices from one generation to another, often through a mentorship program or other form of training
- Aboriginal Arts Administrator and Cultural Manager Internships program – helps place an aspiring arts administrator in an internship position with an established organization or in a mentorship program

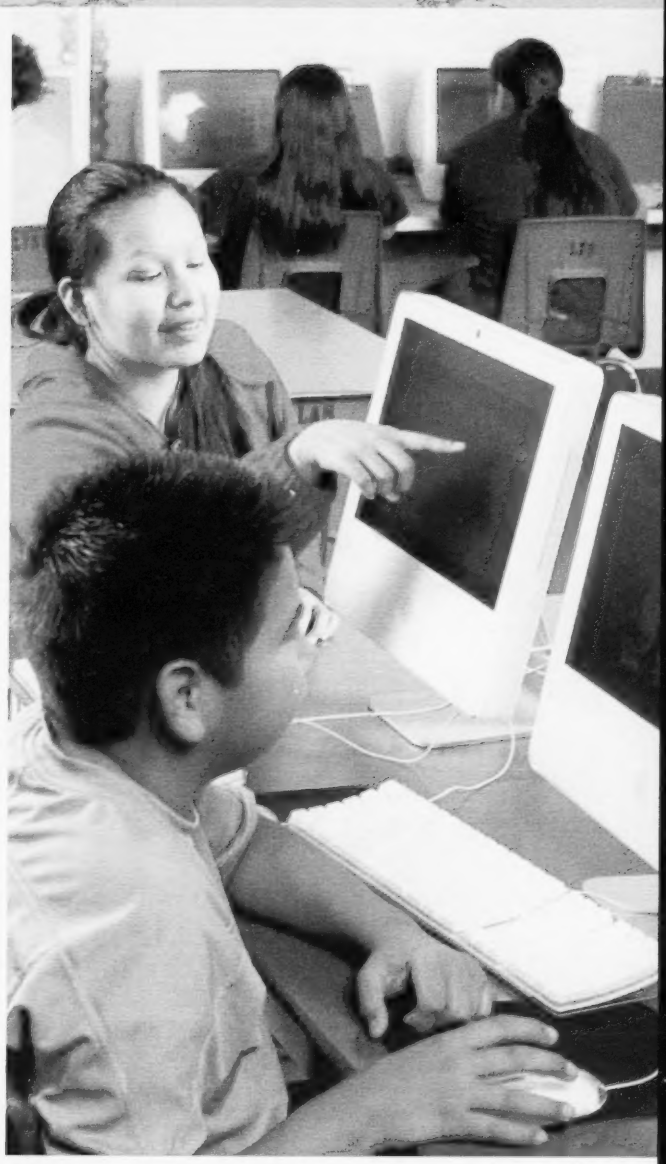
Note: All arts grant recipients are chosen by a juried peer review committee of established artists and arts administrators.

FirstVoices

FirstVoices is our internationally recognized online Indigenous language documentation and teaching resource. FirstVoices provides state-of-the-art technologies, training and technical support to community language champions. For information about the FirstVoices initiative, see *www.firstvoices.com*.

Additional FirstVoices projects include:

- *FirstVoices Language Tutor* – enables communities to build graduated and intuitive language lessons using their existing FirstVoices language archive or to start from scratch. Students and teachers can also track their progress online, making it perfect for classroom use. *www.firstvoices.com/tutor*
- *FirstVoices Mobile Apps* – language applications for the iPad, iPhone and iPod Touch, currently available for 12 B.C. First Nations languages. The application is an interactive and customizable dictionary that brings the FirstVoices archive to the user's fingertips.



CORPORATE GOVERNANCE

OVERVIEW

The First Peoples' Council is governed by a 13-member Board of Directors. The work of the Board is further supported by three sub-committees: governance, finance and audit, and HR and compensation. In addition, the Board is supported by a 34-member Advisory Committee, with one representative for each of the First Nations language groups in B.C. Both Board and Advisory Committee members serve a term of two years. Board members can serve a maximum of three terms; there are no limits to the number of terms an Advisory Committee member can serve.

CHANGES TO GOVERNING LEGISLATION AND SELECTION PROCESS

Our governing legislation has recently been amended so that we can include representation from all B.C. First Nations language groups on our Advisory Committee. It also offers more flexibility, which is consistent with modern best practices that allow Crown corporations to determine their own structure and governance processes. As a result, it is possible for each language group to have a cultural representative to provide advice to the First Peoples' Council's Board and staff.

Beginning in May 2011, membership for both the Advisory Committee and the Board of Directors was sought through an open application process, which was developed and managed by the Board's Governance Committee. This new process is a departure from the previous selection process, whereby Advisory Committee members were nominated by B.C. Tribal Councils.

This open application process means that any B.C. First Nations individual, organization or community will be able to nominate someone or apply for membership. The Advisory Committee and Board members will be recommended by the Governance Committee, while the Minister of Aboriginal Relations and Reconciliation will continue to approve all Board and Advisory Committee appointments.

ROLE OF THE BOARD OF DIRECTORS

The mandate of the Board is to govern the operations of the organization by setting direction and policy, providing leadership to the First Peoples' Heritage, Language and Culture Council and advocating on behalf of members.

2011/12 Board of Directors

Dr. Lorna Williams *(chair; business representative)*
Herbert Morven *(vice-chair)*
Tamara Davidson *(secretary)*
Laura Webb *(treasurer)*
Gary Johnston *(urban representative)*
Ken Armour *(government representative)*
Phyllis Chelsea *(until October 2011)*
Emma Donnessy
Marlene Erickson *(until November 2011)*
Clifford Atleo
Bill Cohen
STOLǾEL John Elliott *(until August 2011)*
John Haugen *(until August 2011)*

BOARD OPERATIONS

- The First Peoples' Council convenes quarterly Board meetings, supplemented by conference calls as needed.
- Committees of the Board hold regular meetings by conference call.
- Standing committees meet independently and report details back to the Board, with minutes sent to the Board for review.
- At the AGM in October, the Board reports to the Advisory Committee and hosts workshops with Advisory Committee members to hear feedback on specific needs, programs and suggestions for improvement. This information guides the Board in setting organizational goals and strategies.

BOARD ACTIVITIES AND RESPONSIBILITIES

- Conducts strategic planning, including the annual service plan
- Undertakes budgetary planning and accepts these budgets by formal resolution
- Modifies and/or adopts plans to meet the routine demands of the First Peoples' Council
- Assesses and evaluates performance of the Council through the annual report
- Retains and manages the relationship with the Executive Director
- Records faithfully for the corporate record any minutes of their meetings
- Reports to the Advisory Committee at the AGM

BOARD COMMITTEES

The **Governance Committee** conducts all high-level business related to policy development and review of Board policies and administrative policies, but does not have authority for financial policy, which is the responsibility of the Finance and Audit Committee.

It acts as a membership monitoring group to conduct all business relating to Board membership, monitors Board meeting attendance, reviews the status of Board membership, welcomes new members and issues communications to members and notifies those members whose terms will be expiring.

The Governance Committee also recommends membership to the Advisory Committee.
Members: Herbert Morven, *chair;* Bill Cohen, Gary Johnston

The **Finance and Audit Committee** conducts all high-level business related to finance for the Board, such as budget review, audit review and financial policy development.
Members: Laura Webb, *chair;* Emma Donnessy, Lorna Williams

The HR and Compensation Committee is responsible for hiring and evaluating the performance of the Executive Director, and making recommendations for her remuneration levels.
Members: Tamara Davidson, *chair;* John Haugen, John Elliott, Cliff Atleo

Detailed descriptions of duties and terms of reference can be found on the First Peoples' Heritage, Language and Culture Council website at: www.fphlcc.ca/about-us/governance.

KEY ACCOUNTABILITIES

The First Peoples' Council's Board of Directors is accountable to the Minister of Aboriginal Relations and Reconciliation through the organization's annual service plan, annual report and through reporting on its transfer under agreement.

The organization is also accountable to B.C. First Nations and its other funders, including the New Relationship Trust, the Department of Canadian Heritage, the BC Arts Council, the Canada Council for the Arts and the First Nations Technology Council.

ROLE OF THE ADVISORY COMMITTEE

The Advisory Committee acts as a bridge to First Nations communities and brings community-based ideas and issues to the attention of the First Peoples' Council. Each member represents one of the 34 active First Nations language groups in B.C. Members meet once a year at the First Peoples' Council's AGM and may attend additional meetings, subject to available resources.

Advisory Committee members are listed on page 10 with the language group they represent.

CORPORATE GOVERNANCE

Staff, Board and Advisory Committee of the First Peoples' Council in Fort St. John, B.C. for our 2011 Annual General Meeting

2011/12 Advisory Committee

Terry Badine, ᓂᕆᐱᔭᐏᐣ (Nehiyawewin) (Cree)
Deborah Page, Dakelh (ᑕᗷᒃ)
Shirley Acko, Dane-Zaa (ᑕᓂ ᑲ)
Dennis Porter, Danezagé'
WILAT Sue Alfred, Nedut'en/Wet'suwet'en
Geraldine Solonas, Tse'khene
Wanda Dick, Tsilhqot'in
Sharon Shadow, Tutchone (Southern)
Kheyawk Louise Parker, Łingít
Marilyn Harry, Éy7á7juuthem
Pearl Harris, Hul'q'umi'num'/
Halq'eméylem/hən̓q̓əmin̓əm
Renee Sampson, SENĆOTEN/Malchosen/
Lekwungen/Semiahmoo/T'Sou-ke
Gary Johnston, Skwxwú7mesh sníchim
Martha Aspinall, Nłeʔkepmxcín
Bill Cohen, Nsyilxcən
Deanna Leon-Cook, Secwepemctsin
Lorna Williams, Sṯáṯimcets
Clyde M. Tallio, Nuxalk
Betty Sampson, Gitsenimx
Herbert Morven, Nisga'a
Debbie Leighton-Stephens, Sm̓algyax
Deborah Mack, Diitiidʔaatx̱
Frances Brown, Hailhzaqvla
Mike Willie, Kwak̓wala
Bernice Touchie, Nuučaan̓uł
Gary P. Russ, Xaad Kil/Xaaydaa Kil (Haida)

OPEN ADVISORY COMMITTEE POSITIONS (BY LANGUAGE GROUP):

Anishnaubemowin
Dene K'e
Tałtan
Ktunaxa
She shashishalhem
Ski:xs
Oowekyala
Xenaksialak̓ala/Xa''islak̓ala

GOVERNANCE PRINCIPLES

The First Peoples' Council follows the B.C. government's guiding principles on corporate governance for Crown agencies. The Government's Letter of Expectations describes mandate, expectations, roles, responsibilities and accountabilities. Governance policies for the First Peoples' Council are reviewed annually to ensure that they continue to meet the needs of the Council and are consistent with the government's guiding principles on Crown agency governance.

PRINCIPLE	HOW ACHIEVED
Incorporate First Nations cultural values into governance practices	Regularly consult with community stakeholders through Advisory Committee and Board of Directors
Include broad representation of B.C. First Nations language and cultural groups	Invite applicants through an open application process (See "Changes to Governing Legislation and Selection Process," page 8)
Provide high-level strategic direction to staff	Board and Advisory Committee work with management on a macro-level
Continue to learn and to integrate latest governance principles	Board is committed to and participates in ongoing training; annual review of the policy manual
Make decisions based on what is best for the First Peoples' Council	Ongoing assessment of practice as compared to mandate to ensure the organization is on track

GOVERNANCE DISCLOSURE

The First Peoples' Council complies with the 12 disclosure requirements of the *Best Practices Guidelines on Governance and Disclosure* published by the Board Resourcing and Development Office. Please see the governance section of our website and download our *Board Policies and Procedures Manual:* www.fphlcc.ca/about-us/governance.

Complete governance information, including Board terms of reference, policy manual and attendance information is available online at: www.fphlcc.ca/about-us/governance.

OUR LOCATION

The First Peoples' Council's office is located in Brentwood Bay, B.C. on the traditional territory of the Tsartlip First Nation.

SENIOR MANAGEMENT

Tracey Herbert, *Executive Director*

STRATEGIC CONTEXT

BACKGROUND — OPERATING ENVIRONMENT

British Columbia is the only province in Canada that has created a Crown corporation to be the lead agency for First Nations heritage, language, culture and the arts. The First Peoples' Council has the recognition and support of B.C. First Nations political leadership and has a close working relationship with its community partners.

With 34 First Nations languages and 61 dialects, British Columbia has the majority of Canada's First Nations languages within its borders—roughly 60%. As is the case across the country, First Nations languages in B.C. are in steep decline due to a number of factors, including social, industrial and cultural pressures from the dominant English-speaking society and the Canadian government's past policies of assimilation, manifested in the residential school system.

The current situation of First Nations languages in British Columbia[1]:

- Fluent speakers of a First Nations language are rare. Making up approximately 5% of the B.C. First Nations population, they are mostly Elders and their numbers are declining. Their knowledge and teachings must be recorded and passed on quickly.
- First Nations people who are learning their languages make up only 11% of the B.C. First Nations population. Classroom resources (including the time committed to language) are generally insufficient to create fluent speakers.
- Every First Nations language in B.C. is either nearly extinct (22) or severely endangered (8). Three languages and three dialects have gone extinct within recent memory and at the current rate of language decline, most, if not all, First Nations languages will be extinct in three to five years.
- The loss of language and culture has negative effects on the health, economies and social vitality of First Nations communities, making closing the gap even more difficult.

On the positive side, many of the semi-fluent speakers in B.C. and the majority of the language learners are under the age of 25. This is a fast-growing population with many committed learners and cultural champions who are uniting with fluent Elders and becoming a driving force behind language and culture revitalization.

Furthermore, there is considerable work being done in the First Nations communities of B.C. to tackle the legacy of language loss left behind by residential schools. Communities are collaborating to share resources and to overcome challenges; they are running immersion programs to create new speakers; and they are recording their languages for future generations to study. Many are also collaborating through language authorities, which bring communities together for language-wide planning and strategy.

For more information on the status of First Nations languages in British Columbia, please see our comprehensive *2010 Report on the Status of B.C. First Nations Languages* at: www.fphlcc.ca/language/language-report.

OPERATIONAL CAPACITY

Given the rates of First Nations language loss described above, the First Peoples' Council faces an ongoing challenge in addressing its mandate to revitalize First Nations' heritage, language and culture in B.C.

At the time of writing of this plan, our annual operating budget for 2012/2013 is just over $4 million[2] with the bulk of that going to grants and to support communities to have successful projects. With several distinct initiatives serving 203 First Nations communities and 34 languages, our operating resources are consistently stretched thin. In 2012/13, we must once again make choices as to which communities and language groups we will be able to support.

SOURCE: *2010 Report on the Status of B.C. First Nations Languages*, First Peoples' Heritage, Language and Culture Council.

Due to a reduction in funding after this plan was written, this number has been reduced to just over $3.3 million, which will result in program cuts in 2012/13. See the Summary Financials on page 25 for more details.

We are also more than just a funder. In addition to administering funding, we have staff that conduct research and development to raise awareness about the status and value of languages.

As one approach to off-setting our limited capacity to address language and culture loss, the First Peoples' Council will be moving toward a more collaborative approach to avoid duplication, both internally and with our key stakeholder base. For example, we will be looking toward First Nations communities within similar language groups to work together for a more efficient use of resources.

Similarly, by making an internal shift away from the silo approach—where our staff and departments operate in exclusion—to a collaborative approach, where staff are familiarized with and have the opportunity to work in one another's service areas, we will improve efficiencies in the areas of stakeholder relations and program delivery. Staff will also become ambassadors for all of our programs.

Another approach we will be taking to increase our capacity is to continue to seek out appropriate partners and funding sources. For example, the First Peoples' Council began receiving $822,000 annually in 2011/12 from the Department of Canadian Heritage (this represents an overall annual increase of $590,000 through this program for B.C.) The majority of this funding supports grants offered through the Aboriginal Languages Initiative. We are also looking into private partnerships for funding for our programs and will be considering sources that align with the core values and requirements of First Nations communities and individuals in B.C.

KEY STRATEGIC ISSUES

RISKS AND OPPORTUNITIES	IMPACTS	ACTION TO MITIGATE
Time Constraints *Risk:* *There is an extremely limited window of opportunity for effective action.* *Opportunity:* *The First Peoples' Council has a strong business plan already in place and existing programs are scalable.*	B.C. is home to 60% of Canada's First Nations languages. Our *Report on the Status of B.C. First Nations Languages 2010* shows that if significant action is not taken, many of the First Nations languages of British Columbia will be extinct in three to five years.	We are taking a multi-pronged approach to language loss, including: • Working with partners to maximize resources • Delivering funding for language immersion programs to communities • Developing and administering FirstVoices, an online language archiving tool
Scope of Work *Risk:* *There are a vast quantity and diversity of First Nations languages and cultures in B.C. to address.* *Opportunity:* *B.C. has been recognized as an official language "hotspot" by National Geographic's Enduring Voices project. This international recognition sheds more light on the situation and may assist with resource leveraging.*	British Columbia has 34 distinct languages and 61 dialects as well as thousands of distinct cultural practices and traditional art forms. The sheer diversity of languages and cultures means that resources are spread thinly.	The First Peoples' Council is lobbying for additional resources and is making the most efficient use of its existing resources, including technological innovations. Through our own contacts and relationship with the First Peoples' Cultural Foundation, we will continue to work on accessing provincial, national and international opportunities that will draw attention to our work, and bring additional funding to the organization.
Funding – Availability *Risk:* *There are limited resources available relative to the work to be done.* *Opportunity:* *There are untapped funding sources in the private sector.*	Limited funding means that not every language can be supported, even though a significant need exists. For example, we are forced to reject approximately 50% of the proposals we receive for language funding due to limited resources.	We report on the status of First Nations languages and cultures in B.C. so that our funding partners can make informed funding decisions. Furthermore, while we cannot fund language or arts programs in every B.C. community, we do provide free language and arts resources, such as informational booklets, language preservation toolkits and arts career handbooks.
Funding – Sources *Risk:* *Some potential funding sources may not be in alignment with First Nations core values.* *Opportunity:* *For those potential private sector funders that share First Nations values and interests, language and culture funding can be of mutual benefit.*	There is considerable interest from the resource extraction sector to build relationships with First Nations in B.C. It's important that the First Peoples' Council consider the nature of each funding source for its appropriateness.	The First Peoples' Council will continue to work with the First Peoples' Cultural Foundation to explore and build relationships with appropriate organizations and private sector donors that will lead to increased levels of funding.

RISKS AND OPPORTUNITIES	IMPACTS	ACTION TO MITIGATE
Coordination of Funds *Risk:* *Not all language and arts funding is being targeted by all funders in a coordinated manner to ensure maximum effectiveness.* *Opportunity:* *A collaborative and integrated approach would result in more targeted funding for language and arts programming and community support.*	Not enough funding is being directed towards key areas, such as language archiving and language immersion programs that have been proven to create fluent speakers. As a result, languages are not being archived and fluent speakers are not being created quickly enough to stop the loss of the languages.	Over the next year, we will work with stakeholders to begin developing recommendations for how money for languages could be spent most effectively.
Access to Technology *Risk:* *Not all First Nations have access to technology tools for archiving and learning.* *Opportunity:* *The development of a model that encourages collaboration among communities will provide greater access to archiving and learning tools.*	The increased usability and availability of technology has made recording and archiving cultural knowledge a viable option for even the smallest communities. However, due to limited funding, not all communities and individuals have access.	We have been requesting that communities work collaboratively with each other to develop a single archive for each language. As a result, we expect greater efficiencies to be created, which will allow funding to go further. As a result, more words and phrases will be archived and there will be greater input from all language stakeholders.
Capacity-building in Communities *Risk:* *There are limited employment opportunities for First Nations individuals in the cultural sector, as well as limited human capacity.* *Opportunity:* *Our programs can help build capacity in the First Nations cultural sector.*	The First Peoples' Council provides funding to communities and trains individuals to work in a volunteer-capacity in the areas of language and culture. There is a real opportunity for these cultural leaders to transition into full-time employment in support of culture and language in their communities, thereby combining economic and cultural benefits.	We will continue to offer quality training through the Master-Apprentice and Language Nest programs and FirstVoices. We are currently in discussions with the Indigenous Adult and Higher Learning Association to see if this training can be accredited by a college or university.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

NOTES FOR ALL GOALS: Management strives to ensure information is accurate and unbiased by using internal tracking systems and consulting with outside experts. Where possible, using available resources, program evaluations are undertaken. As a unique organization with few organizations with which to compare ourselves, we are not able to provide benchmarks for our performance measures.

GOAL 1

To provide programs and resources to support B.C. First Nations communities in realizing their visions for the revitalization of their arts, culture and languages—so that the wealth of B.C. First Nations arts, culture and languages are preserved, accessible, recognized and valued.

STRATEGIES

- Support B.C. First Nations communities to mobilize around the revitalization of the arts, cultures and languages
- Deliver arts, culture and language funding to B.C. First Nations communities and organizations
- Develop and distribute effective community development tools and resources to build community capacity and help B.C. First Nations communities develop and implement long-term plans and programming for arts, culture and language revitalization
- Use technology to archive all B.C. First Nations languages and create new tools and programming for arts, culture and language revitalization

DISCUSSION OF GOAL AND STRATEGIES

Providing programs and resources to B.C. First Nations to assist them to revitalize their language and culture is an essential part of our mandate. Therefore, this goal, and its accompanying strategies and performance measures are the most basic means of assessing our performance.

PERFORMANCE MEASURE	ACTUAL 10/11	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15
1.1 Number of arts projects funded	Target 50 Actual 49	50	50	50	50
1.2 Number of language/culture projects funded	Target 60 Actual 64	60	70	70	70
1.3 Percentage of B.C First Nations languages and dialects archived on FirstVoices	Target 5% Actual 5.1%	5.2%	5.3%	5.4%	5.5%
1.4 New resources to support language and arts projects	Target 10 Actual 18	13	16	18	20

DESCRIPTION AND RATIONALE FOR PERFORMANCE MEASURE AND TARGETS

With an increase in funding from the Department of Canadian Heritage for languages in fiscal 2011/12, we are able to increase our targets in some areas such as language. Arts Program targets will remain static.

Performance Measure 1.1: Number of arts projects funded

This measure was chosen because it is the most basic way to monitor our support of Aboriginal artists in B.C. We have set the target at 50 because our funding is stable, but not increasing. Furthermore, if we can support 50 projects, it generally means that we have received at least twice as many applications, which demonstrates an active Aboriginal arts community that is aware of our organization.

The data for this measure is provided by the arts department database.

Performance Measure 1.2: Number of language and culture projects funded

As with performance measure 1.1, monitoring the numbers of language/culture projects we fund demonstrates our ability to support language immersion programs in B.C. We received an increase in language funding, and, as a result, we will be including FirstVoices-funded projects in this measure beginning in 2011/12, which accounts for the increased target for this measure.

Data for this measure is provided by the language databases.

Performance Measure 1.3: Percentage of B.C. First Nations languages and dialects archived on FirstVoices

This is an important indicator of how much is left to do before we can consider the First Nations languages of B.C. completely archived.

We calculate the "percentage of B.C. First Nations languages and dialects archived" by multiplying the average words in a language's lexicon (our calculations are based on 20,000 words and phrases) by the 61 First Nations languages and dialects in B.C. and then comparing the number of entries archived at FirstVoices.com to that total. Previous calculations used 59 languages and dialects, but we now count the migratory languages, Cree and Saulteau, which have established communities in the province. We added these languages to our count in 2010.

We exceeded the target in 2010/11 by 0.1% and the targets for future years reflect this change. The targets increase by 0.1% per year because FirstVoices has been receiving very little direct funding to increase the numbers of words and phrases in its archives. (An increase of 0.1% amounts to a nominal increase of 1,220 entries). If FirstVoices were to receive additional direct funding, we could bump this up substantially. The full cost to complete all of the archives is $3,196,317 per year for three years.

The data for this measure is provided by the FirstVoices.com website database.

Performance Measure 1.4: New resources to support language and arts projects

The number of resources we create in a year links directly with our goal to "provide resources to support B.C. First Nations communities in realizing their visions for the revitalization of their arts, culture and languages."

We have created many resources in the past few years for use by communities and our targets reflect a goal to continue to increase our resources, but at a measured pace based upon specific needs.

This data is provided by the arts and language departments.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

GOAL 2

To communicate effectively about the work of the First Peoples' Council to ensure it is seen as the go-to organization for government, First Nations leadership and the public for information, services and advice related to B.C. First Nations arts, culture and language issues.

STRATEGIES

- Promote and celebrate First Nations languages, arts and culture in B.C.
- Raise awareness about the current state of B.C. First Nations arts, culture and languages
- Strengthen the organizational brand to improve awareness of the organization and its work with B.C. First Nations

DISCUSSION OF GOAL AND STRATEGIES

Our organization can only succeed if First Nations communities apply for language and arts program funding, if First Nations leadership trusts us, if the government believes in our results and the general public knows us to be the definitive source of information about First Nations languages and culture.

In the coming years, we will continue to build awareness about our cause and the organization itself, particularly through the launch of our new branding materials.

PERFORMANCE MEASURE	ACTUAL 10/11	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15
2.1 Re-branding to increase awareness of organization	Target: Roll out new identity, complete materials Actual: new website and collateral materials in final stages of development	Target: Roll out new identity, complete materials	Utilize tracking tools to evaluate success of new brand	N/A – discontinue measure	N/A – discontinue measure
2.2 Number of communications contacts	Target: 2,900 Actual: 3,086	3,100	3,200	3,300	3,400
2.3 Website traffic for the First Peoples' Council, FirstVoices and the First Peoples' Language Map	Target: 115,000 visits Actual: 368,486 visits	370,000 visits	375,000 visits	380,000 visits	385,000 visits

DESCRIPTION AND RATIONALE FOR PERFORMANCE MEASURE AND TARGETS

As a small Crown corporation with just a handful of full-time staff, it has been a challenge to raise the profile of the organization and its work; however we have made much progress in recent years and awareness of the organization and its mandate is increasing. We will continue to build awareness about our cause and the organization itself, particularly through the launch of our new brand this year. As we work directly with more and more communities, knowledge of our organization and our expertise in the field continues to grow as well.

Performance Measure 2.1: Rebranding to increase awareness of organization

We have been in the process of overhauling our brand identity with the help of Metaform Communication Design. While our name and identity have served us for the past 20 years and have become synonymous with our commitment to First Nations arts, languages and cultures, our organization and our image must grow to best represent us.

Before the end of fiscal 2011/12, we will roll out our new identity complete with a new name and website. Using our current set of tracking tools, we will evaluate the success of our new brand in subsequent years. We also plan to continue monitoring the perception of our brand after 2013/14, but will no longer include it as a performance measure.

Performance Measure 2.2: Number of communications contacts

Our list of communications contacts includes individuals from government, First Nations leadership and members of the public who follow us through social media channels.

Our 10/11 target for "number of communications contacts" was 2,900. We exceeded this target slightly, and as a result, will continue to increase at a modest rate over the coming target years.

The data for this measure is provided by our communications contacts database and our social media reports.

Performance Measure 2.3: Website traffic for the First Peoples' Council, FirstVoices and the First Peoples' Language Map

Our 10/11 target for all of our websites was 115,000 visits, based on past performance, but FirstVoices, FirstVoices Kids, the First Peoples' Council website and the language map website more than tripled this target, receiving 368,486 visits.

Tracking our website traffic is a valuable way to measure our ability to communicate our message. However, we have had difficulty creating a solid benchmark for this performance measure. The reason is that our websites are tracked on different systems (Google Analytics and Funnel Web Analyzer) and we have discovered past discrepancies in the way each system tracks hits to our websites. As a result, we made the switch to tracking visits last year, which is proving to be a more solid measure. We will continue to analyze this measure in future years to ensure its accuracy.

GOAL 3

To be a well-run, model organization that is respected by stakeholders and viewed as a good investment by potential funders.

STRATEGIES

- Develop and maintain good working relationships with our community partners, government funders and First Nations leadership
- Continue to develop the First Peoples' Council as a strategic, responsive, results-based organization and provide a supportive working environment that promotes innovation and results
- Attract and keep the best staff
- Maximize use of limited resources
- Attract investment to the organization from provincial government ministries, the federal government and private sector partners
- Be seen as the best organization to create and run a First Peoples' Cultural Institute[1]

DISCUSSION OF GOAL AND STRATEGIES

With this relatively new goal and its accompanying performance measures, we will focus on continuing to build on our reputation as an organization that is run in a fiscally responsible manner with a high level of engagement by staff and respect from communities.

Fundraising will be shared with our sister organization, the First Peoples' Cultural Foundation. Over the past year, we have worked with the Foundation to build up its governance and capacity to fundraise and we look forward to the further work we can do together in this area.

[1] See page 23 for more information about our vision for a First Peoples' Cultural Institute.

PERFORMANCE MEASURE	ACTUAL 10/11	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15
3.1 Number of new opportunities to leverage funding [1]	Target 2 Actual 4	2	2	2	2
3.2 Number of cost-sharing opportunities with partners [2]	Target 3 Actual 6	3	3	3	3
3.3 Percentage of employees who said they are engaged or highly engaged [3]	N/A — not tracked	75%	79%	83%	85%

Performance Measure 3.1: Number of new opportunities to leverage funding

In order to achieve our mandate, we must identify every possible opportunity to leverage funding to expand programs, create new ones and hire staff. For example, in 2010/11, we were able to leverage new funding from the First Nations Technology Council, the B.C. Ministry of Education, School District 63 and the New Brunswick Ministry of Education through the Department of Canadian Heritage's "Canada Interactive Fund" for FirstVoices mobile language labs.

We plan to work with our partners to take advantage of two similar opportunities each year over the next three years.

Performance Measure 3.2: Number of cost-sharing opportunities with partners

Most of our opportunities are cost shared with our partners. Our capacity to work with our partners to make projects happen is a good measure of the effectiveness of our operations and we aim to create three cost-sharing opportunities per year over the next three years.

Performance Measure 3.3 Percentage of employees who said they are engaged or highly engaged

A satisfied staff is vital to a well-run and respected organization.

We will use Survey Monkey to annually ask our staff to rate their overall engagement with the work they are doing. We have set this measure at 75% initially, which is high, but we are confident that we will achieve this as most of our staff members have informally reported that they find value in their work.

[1] Includes offering matching funds
[2] Includes putting on joint events
[3] A typo in the previous Service Plan indicated tracking would being in fiscal 10/11. Reporting will actually begin for the 11/12 year.

PERFORMANCE MANAGEMENT SYSTEMS

FORMAL PROGRAM REVIEWS

Conducted by independent experts, using data collected from program applicants, needs assessments, focus groups, individual applicant interviews and peer review committee recommendations and interviews.

FEEDBACK FROM PEER REVIEW COMMITTEES

Peer review committees are convened to make decisions regarding funding of projects. These committees of community and language experts also provide annual recommendations regarding programs, delivery materials, criteria, etc.

ADVISORY COMMITTEE FEEDBACK

The Advisory Committee members provide feedback on the administration and delivery of First Peoples' Council programs in their territories. They also advise the Board on policy development.

COLLECTION AND ANALYSIS OF STATISTICS ON CLIENT USE OF SERVICES

The First Peoples' Council collects statistics and analyzes feedback to evaluate usage and effectiveness of its programming and communications tools. These include statistics on funding applications, website and media hits, document downloads and feedback from arts outreach workshops. Also available is an online "language needs assessment" that tracks speakers and identifies community resources that can assist with language revitalization.

ANNUAL PERFORMANCE REVIEWS

The Board of the First Peoples' Council reports to the advisory committee at the AGM and gathers feedback. Management and staff undergo an annual formal review process and there is also an annual Board evaluation process.

BENCHMARKING

The First Peoples' Council has no identical organizations with which to compare itself. In the past couple of years we have benchmarked ourselves against the Woodlands Cultural Centre in Brantford, Ontario. In 2009/10, our research determined the history, mandate and programs run by the Woodlands Cultural Centre. Moving forward, we will be comparing ourselves with B.C. Crown corporations of a similar size, which will be reported in the 2012/13 annual report. We are particularly interested to see how they manage their data and reporting requirements.

FUTURE VISION FOR THE ORGANIZATION

Establishment of a First Peoples' Cultural Institute

Even with the economic uncertainty we are now facing, we are determined to realize our vision for a centre that will continue to raise the profile of First Nations arts, languages and cultures in British Columbia.

The First Peoples' Board of Directors envisions the First Peoples' Cultural Institute as B.C.'s version of the Smithsonian Institute—a First Nations-run centre that attracts positive attention from around the world for the government of B.C. and its policies of reconciliation. However, it would be unique in that it would not be a museum in the traditional sense, but a demonstration of living First Nations cultures. This vision for the future clearly ties together all of the goals that have been outlined in this service plan.

The Institute would house the First Peoples' Council in a new space that would include an art gallery, recording facilities, offices and working space for learning and passing on cultural knowledge—an incubator for cultural expression and the development of cultural experts, and an international showcase of B.C. First Nations cultures. It would also expand and enhance the arts, culture and language programming of the First Peoples' Council to fulfill its complete mandate.

While the Institute would serve First Nations communities, cultural centres, Elders and artists, it would also importantly provide opportunities for First Nations youth to forge deeper connections with their heritage, arts, language and culture. This is key to the survival of First Nation's cultural and linguistic practices in B.C.

In order to achieve this important vision, the First Peoples' Council needs to build capacity within the current organization as a next step. Institutions such as the Royal B.C. Museum and the Museum of Anthropology are able to raise millions of dollars from public and private sources because they have infrastructure in place. With this in mind, we are taking steps, including further development of a business plan and feasibility study, that will allow us to move toward this important next level, so that we can fulfill our full mandate as legislated by the government of British Columbia for all First Nations in the province.

SUMMARY FINANCIAL OUTLOOK

The First Peoples' Council is funded by grants from the Province of B.C., the Government of Canada and various non-governmental agencies. The largest portion of our revenue is provided through the Ministry of Aboriginal Relations and Reconciliation and the New Relationship Trust.

KEY ASSUMPTIONS

- The B.C. Ministry of Aboriginal Relations and Reconciliation will continue to provide annual funding to the First Peoples' Council
- The New Relationship Trust will continue to support the Council with grant funding for community language revitalization projects
- The Department of Canadian Heritage will continue to fund the First Peoples' Council through the Aboriginal Languages Initiative
- The First Peoples' Council will continue to act like a non-profit organization and leverage revenue to address the urgent funding required for community-based programs

RISKS & SENSITIVITIES

- Fundraising efforts will continue to be challenging and competitive due to the slow economic growth
- The Council has not been able to raise the funds needed to curb the extinction of B.C. First Nations languages
- All B.C. languages are on the verge of extinction and the First Peoples' Council carries a heavy burden of responsibility to ensure that we do not fail First Nations youth—the rightful heirs of Indigenous knowledge

FINANCIAL OUTLOOK

Revenue generation is key to the First Peoples' Council achieving its mandate. The projected budget is modest and conservative and does not reflect the resources required to save B.C. languages, arts and cultures from impending extinction. We must immediately make headway on the business plan. At risk are the incredible diversity and traditional knowledge of B.C. First Nations, which have been affected by historic policies of assimilation, and need more investment to prevent their extinction.

We will also seek to:

- Use technology to streamline administration processes and maximize our resources as an interim response to pressures. An internal information management system is a key priority and imperative to building a case for additional investment in the First Peoples' Council and community-based programs. Timely reporting to funders is key to maintaining current funding and justifying requests for additional resources.
- Collaborate with other like organizations to leverage additional funds for language, arts and cultural revitalization. We have engaged a fund development expert to assist the organization in accessing culturally appropriate funding.
- Generate modest revenue through consulting and through the expansion of FirstVoices.com, both nationally and internationally. First Peoples' Council staff have been working with the Canadian International Development Agency (CIDA) to ensure we are on the leading edge of technology and cultural revitalization techniques.

Note: Financial information was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP); the budget information agrees with funding approved by the Ministry and forecast information is fully consistent with government's fiscal plan.

SUMMARY FINANCIALS

SUMMARY FINANCIAL OUTLOOK 2011/2012 TO 2014/2015

REVENUES	2010/2011 ACTUAL	2011/2012 FORECAST	2012/2013 FORECAST	2013/2014 FORECAST	2014/2015 FORECAST
Ministry of Aboriginal Relations & Reconciliation / First Citizens' Fund	1,476,000	1,451,000	1,051,000	1,051,000	1,051,000
New Relationship Trust	1,000,000	1,000,000	750,000	750,000	750,000
BC Arts Council	122,500	480,000	480,000	480,000	480,000
Grants from Federal Ministries	43,321	852,001	852,001	852,001	852,001
Grants from Non-Governmental Organizations	495,800	243,417	100,000	100,000	100,000
Interest and Other	62,952	130,901	98,369	98,369	98,369
Office Overhead Recoveries	54,000	47,409	47,409	47,409	47,409
TOTAL REVENUES	**3,254,573**	**4,204,728**	**3,378,779**	**3,378,779**	**3,378,779**
EXPENDITURES					
Grants	1,785,647	2,583,000	1,984,583	1,984,583	1,984,583
Salaries and Benefits	889,554	930,224	800,224	800,224	800,224
Community Resources, R & D and Jury Costs	85,839	163,552	163,552	163,552	163,552
Purchased Services	124,626	16,988	16,988	16,988	16,988
Professional Fees	27,685	130,532	98,000	98,000	98,000
Facilities - Rent, Heating and Maintenance	64,151	57,392	57,392	57,392	57,392
Office Overhead and Operating Costs	186,069	211,718	166,718	166,718	166,718
Amortization of Capital Assets	48,418	39,859	39,859	39,859	39,859
Board and Advisory	42,389	71,463	51,463	51,463	51,463
TOTAL EXPENSES	3,254,378	4,204,728	3,378,779	3,378,779	3,378,779
Excess (deficiency) of revenues over expenditures	195	0	0	0	0
Capital Expenditures	15,000	15,000	15,000	15,000	15,000
Total Debt	0.00	0.00	0.00	0.00	0.00
CLOSING NET ASSETS	**383,838**	**383,838**	**383,838**	**383,838**	**383,838**

Note: Funding allotments from MARR and NRT were unexpectedly reduced by $650,000 after the content of this service plan was completed. As a result, the performance targets on pages 16-21 could not be changed in time to accurately reflect the reduced budget. The narrative to accompany the performance targets in the 2012/13 annual report will more fully describe what could be accomplished with reduced funding.

GOVERNMENT'S LETTER OF EXPECTATIONS

Table: Excerpts from the 2012/13 Government's Letter of Expectations and the First Peoples' Council's Relevant Actions

STRATEGIC THEME	GOVERNMENT'S LETTER OF EXPECTATIONS—SPECIFIC GOVERNMENT DIRECTIONS	FIRST PEOPLES' COUNCIL—KEY ACTIONS
Good Governance	Continue to monitor and review the implementation of regulations developed under the *First Peoples' Heritage, Language and Culture Act* (RSBC 2010) and the revised policy manual guidelines to assess level of compliance with the *Board Resourcing and Development Office Best Practices Guidelines*, as well as monitor and review the guidelines to ensure they meet the specified objectives of: 1. Representation from all B.C. First Nations language groups on its Advisory Committee 2. Ability to adapt to governance changes as they occur in First Nations communities 3. Enhancing the credibility of the First Peoples' Council among First Nations, with governments, funders and other partners. Complete by March 31, 2013.	We will continue to research and implement performance indicators and reporting mechanisms relevant to government and First Nations communities. We will also implement a new governance model with a merit-based approach to recruitment and modern best practices.
Creating Awareness	Continue to organize and implement successful events and media releases that celebrate and raise public awareness about B.C. First Nations arts, culture and languages.	Over the next year, we have plans to send out press releases announcing new products developed by the Council and recipients of funding.

STRATEGIC THEME	GOVERNMENT'S LETTER OF EXPECTATIONS – SPECIFIC GOVERNMENT DIRECTIONS	FIRST PEOPLES' COUNCIL – KEY ACTIONS
Interaction with B.C. Government	Meet with the Ministry of Aboriginal Relations and Reconciliation (MARR) on a quarterly basis to review the achievement of the goals, objectives, performance and financial targets and risk assessments identified in the First Peoples' Council's service plan and specific accountabilities in the Government's Letter of Expectations.	We will continue to meet with MARR to discuss how we can work together to meet the mandate of the organization, including developing a database that will allow us to streamline our operations.
Obligation to B.C. Government	Fulfill obligations set out under the 2012–2013 *Service Level Agreement* between the First Peoples' Council and government.	We will continue to meet our obligations through reporting mechanisms as laid out in the service level agreement and the service plan and annual report.
Comply with Crown Requirements	Comply with government requirement for Crown corporations to be carbon neutral by 2010.	We will continue to record any new activities we undertake to reduce our GHG emissions in future carbon neutral action reports. As we initiate them, we will also monitor our emissions through SmartTOOL to track their success.

First Peoples' Language Map of British Columbia

Tutchone

Dan k'e

Łingit

Denezǯgé'

Dene Tha (Uɬɬ L)

Łingit

Tāhtān

Dane-Zaa (Cɔ b)

Tse'khene

Nisga'a

Gitsenimx

Nedut'en

Witsuwit'en

Dakelh (CB¹)

Smalgyax

Xaad Kil / Xaaydaa

Xa"islakala

Xenaksialakala

Sḵ̱ixs

Haihzaqvla

Nuxalk

Tsilhqot'in

Oowekyala

Secwepemcstin

Kwakwala

Sṯáṯimcets

Éy7á7juthem

Nłeʔkepmxcin

Nsyilxcan

Ktunaxa

She shashishalhem

Nuučaanuł

Sḵwxwú7mesh sníchim

Pentl'áč

Dzitdí7satx

SENĆOŦEN / Malchosen /

Lekwungen / Semiahmoo /

T'Sou-ke

Lhéchelesem

Hul'q'umí'num' / Hul'q'eméylem / hənqəminəm

Nax"axaymdcan

Nqikspáłłcn

Languages

Reserves

Cities & Towns

Quw'utsun' Cultural and Conference Centre - www.quwutsun.ca

Umista Cultural Society - www.umista.org

Kitwanga 'Ksan Native Village and Museum - www.ksan.org

Gwaii Haanas National Park Reserve - www.pc.gc.ca/pn-np/bc/gwaiihaanas

XÁYTEM Longhouse Interpretive Centre - www.xaytem.ca

Secwepemc Museum and Heritage Park - www.secwepemc.org/museum

Wei Wai Kum House of Treasures

For more information on B.C. First Nation languages, please see the First Peoples' Heritage, Language and Culture Council website at www.fphlcc.ca, or visit www.firstvoices.com for games and learning material.

View the interactive online version of this map at

maps.fphlcc.ca

This map is provided by the First Peoples' Heritage, Language and Culture Council of British Columbia. All information contained herin is provided "as is" without any warranty of any kind, whether express or implied. All implied warranties, including without limitation, fitness for a particular purpose, and non-infringement, are hereby expressly disclaimed. Under no circumstances will the First Peoples' Heritage, Language and Culture Council of British Columbia be liable to any person or entity for any direct, indirect, special, incidental, consequential, or other damages based on any use of this map.

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